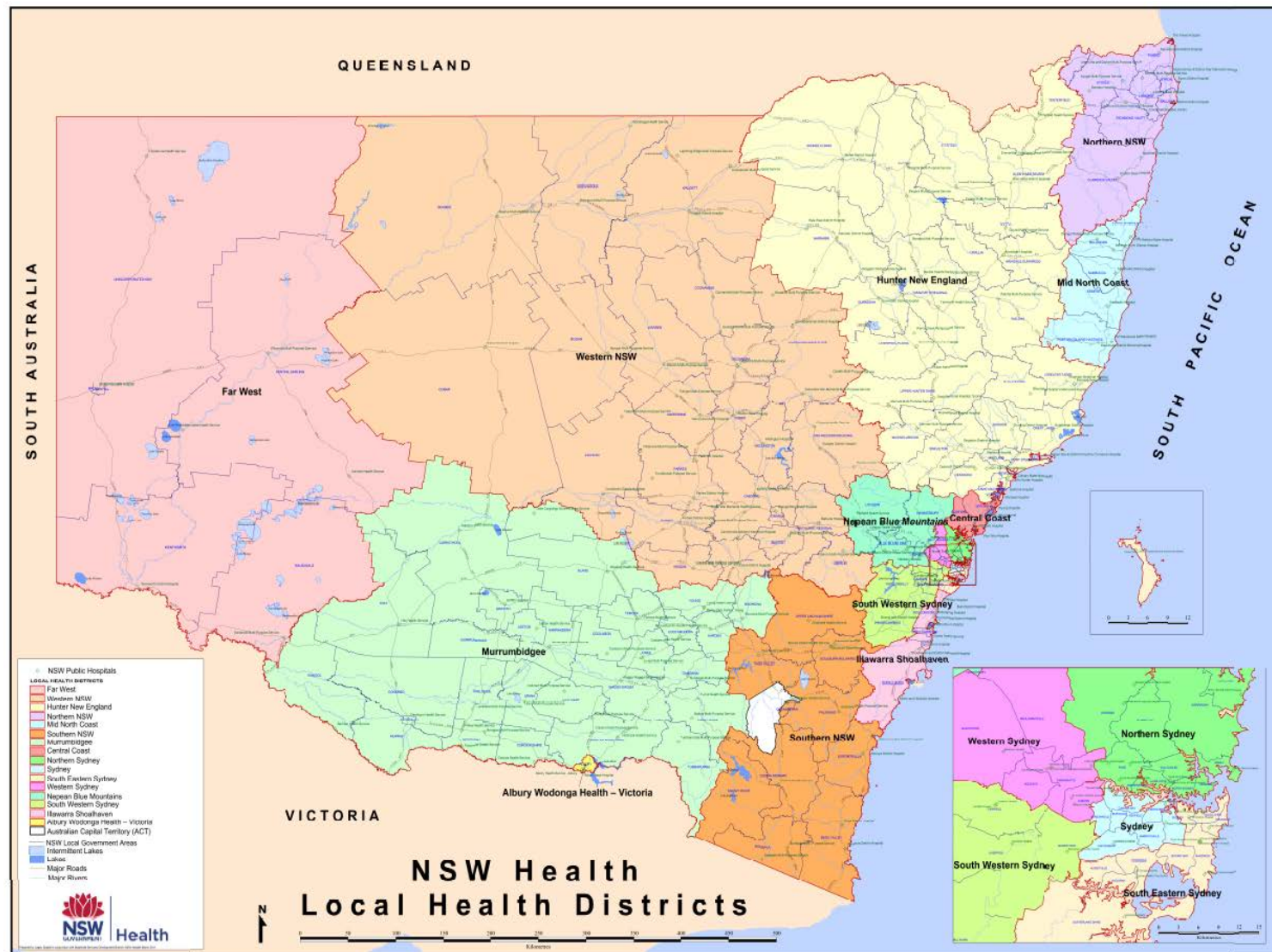


How do you prepare a workforce to function  
effectively in the context of  
Death, Death, Death, Death,  
Politics, Politics, Politics  
Death?

# Description of the space we are working in

Nested system of new paradigms:

- A new paradigm for healthcare in NSW - contracting and sub-contracting arrangements to outsource clinical service delivery to a not-for-profit (NFP) organization





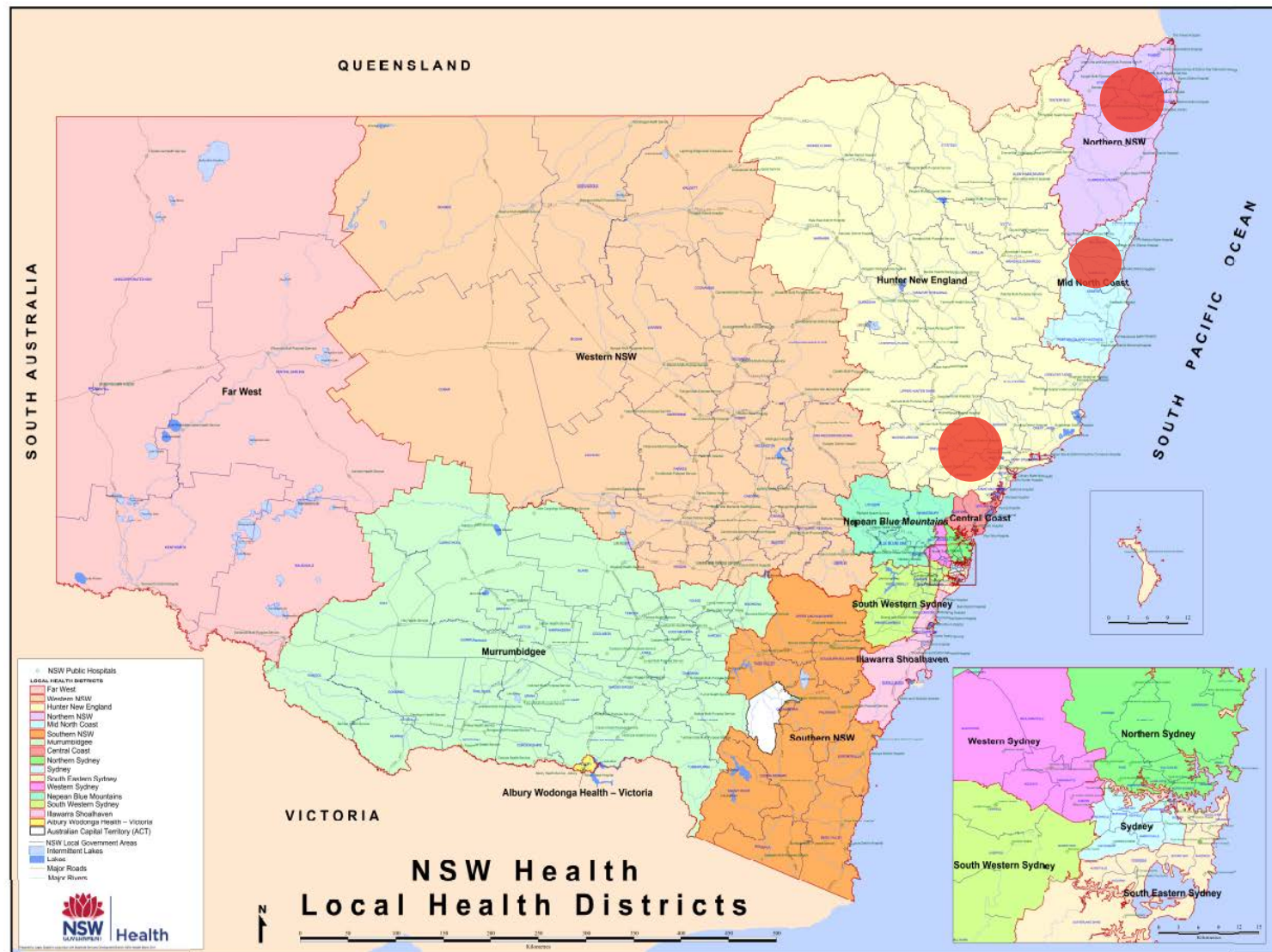


# Contracting and Sub-contracting to outsource service delivery

## Silver Chain:

- Mid North Coast LHD (Dec 13)
- Hunter New England LHD (Mar 14)
- Northern NSW LHD (Mar 14)



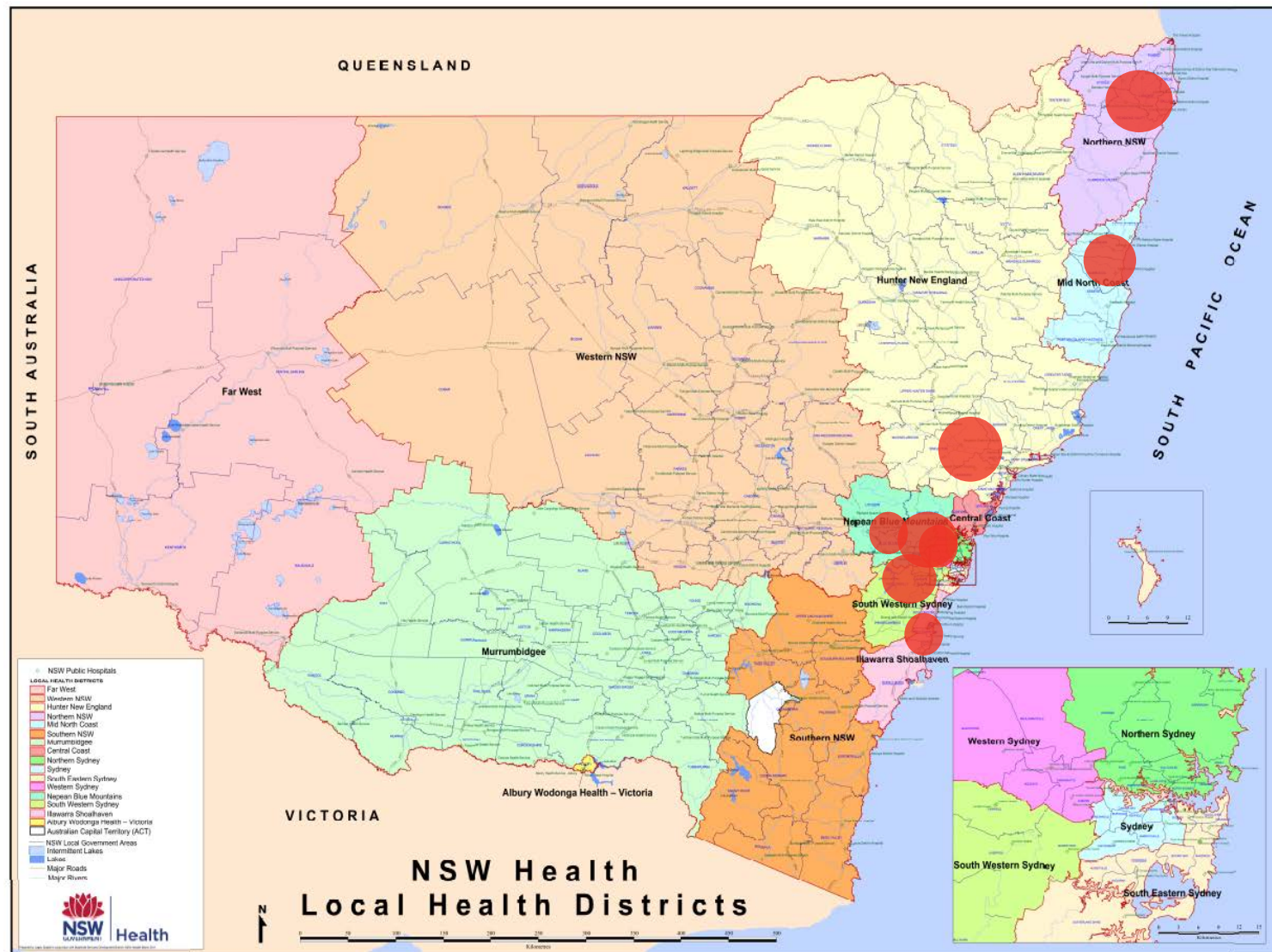


# Contracting and Sub-contracting to outsource service delivery

South Western Sydney Local Health District:

- South Western Sydney LHD (Dec 13)
- Western Sydney LHD (Dec 13)
- Illawarra Shoalhaven LHD (May 14)
- Nepean Blue Mountains LHD (May 14)
- Sydney LHD (May 14)





# Description of the space we are working in

Nested system of new paradigms:

- A new paradigm for Silver Chain Group
  - NFP organization
  - Over 120 years of experience providing healthcare and wellbeing programs
  - Heavily engaged in developing a national mindset:
    - New skills to operate effectively in new geographies
    - Working with new partners
    - Working in new political landscapes
    - At the same time investing heavily in technology based service delivery enablers in support of its strategic goal to extend organizational reach



occasions  
of service

2,757,996



hours  
of care

1,822,240



number  
of clients

87,238



fundraising

\$5,254,451



**Silver Chain**



# Our Workforce



# Description of the space we are working in

Nested system of new paradigms:

- A new paradigm for eight public health care providers to embrace a shared-care service model



# **NSW Palliative Care**

## **Last-Days-of-Life Home Support Services**

**LHD CH Specialist  
Palliative Care team  
5 to 7 days per week  
(8:00 to 5:00 +/- AHs)**

# **NSW Palliative Care**

## **Last-Days-of-Life Home Support Services**

**LHD CH Specialist  
Palliative Care team  
5 to 7 days per week  
(8:00 to 5:00 +/- AHs)**

**SC Palliative Care AIN**

- **Personal Care for client**
- **Respite for carer/family**

**7 days (8:00 am– 3:30 pm)**

# **NSW Palliative Care**

## **Last-Days-of-Life Home Support Services**

**LHD CH Specialist  
Palliative Care team  
5 to 7 days per week  
(8:00 to 5:00 +/- AHs)**

**SC Palliative Care AIN**

- **Personal Care for client**
- **Respite for carer/family**

**7 days (8:00 am– 3-30 pm)**

**SC Palliative Care Registered Nurse**

- **Evening visit**

**7 days (3:30 pm – 11:00 pm)**

# **NSW Palliative Care**

## **Last-Days-of-Life Home Support Services**

**LHD CH Specialist Palliative  
Care team**

**5 to 7 days per week  
(8:00 to 5:00 +/- AHs)**

**SC Palliative Care AIN**

- **Personal Care for client**
  - **Respite for carer/family**
- 7 days (8:00 am– 3-30 pm)**

**SC Palliative Care Registered Nurse**

- **Evening visit**
- 7 days (3:30 pm – 11:00 pm)**

**SC Palliative Care RN 'On Call'      7 days 11 pm – 8:30 am**

- **Telephone /Video Support**

# NSW Palliative Care

## Last-Days-of-Life Home Support Services

**LHD CH Specialist Palliative  
Care team**

**5 to 7 days per week  
(8:00 to 5:00 +/- AHs)**

**SC Palliative Care AIN**

- **Personal Care for client**
- **Respite for carer/family**

**7 days (8:00 am – 3-30 pm)**

**General  
Practitioners**

**SCG Registered Nurse**

- **Evening visit**

**7 days (3:30 pm – 11:00 pm)**

**SC Palliative Care RN 'On Call'**

**7 days 11 pm – 8:30 am**

- **Telephone /Video Support**



**NSW Palliative Care**  
**Last-Days-of-life Home Support Services**

Client / Carer Perspective:

**24/7 support from their GP  
and Local Palliative Care  
Services working together**

# NSW Palliative Care

## Last-Days-of-Life Home Support Services

**LHD CH Specialist Palliative  
Care team**

**5 to 7 days per week  
(8:00 to 5:00 +/- AHs)**

**SC Palliative Care AIN**

- **Personal Care for client**
- **Respite for carer/family**

**7 days (8:00 am – 3-30 pm)**

**General  
Practitioners**

**SCG Registered Nurse**  
• **Evening visit**  
**7 days (3:30 pm – 11:00 pm)**

**SC Palliative Care RN 'On Call'**

**7 days 11 pm – 8:30 am**

- **Telephone /Video Support**

**NSW Palliative Care**  
**Last-Days-of-Life Home Support Services**

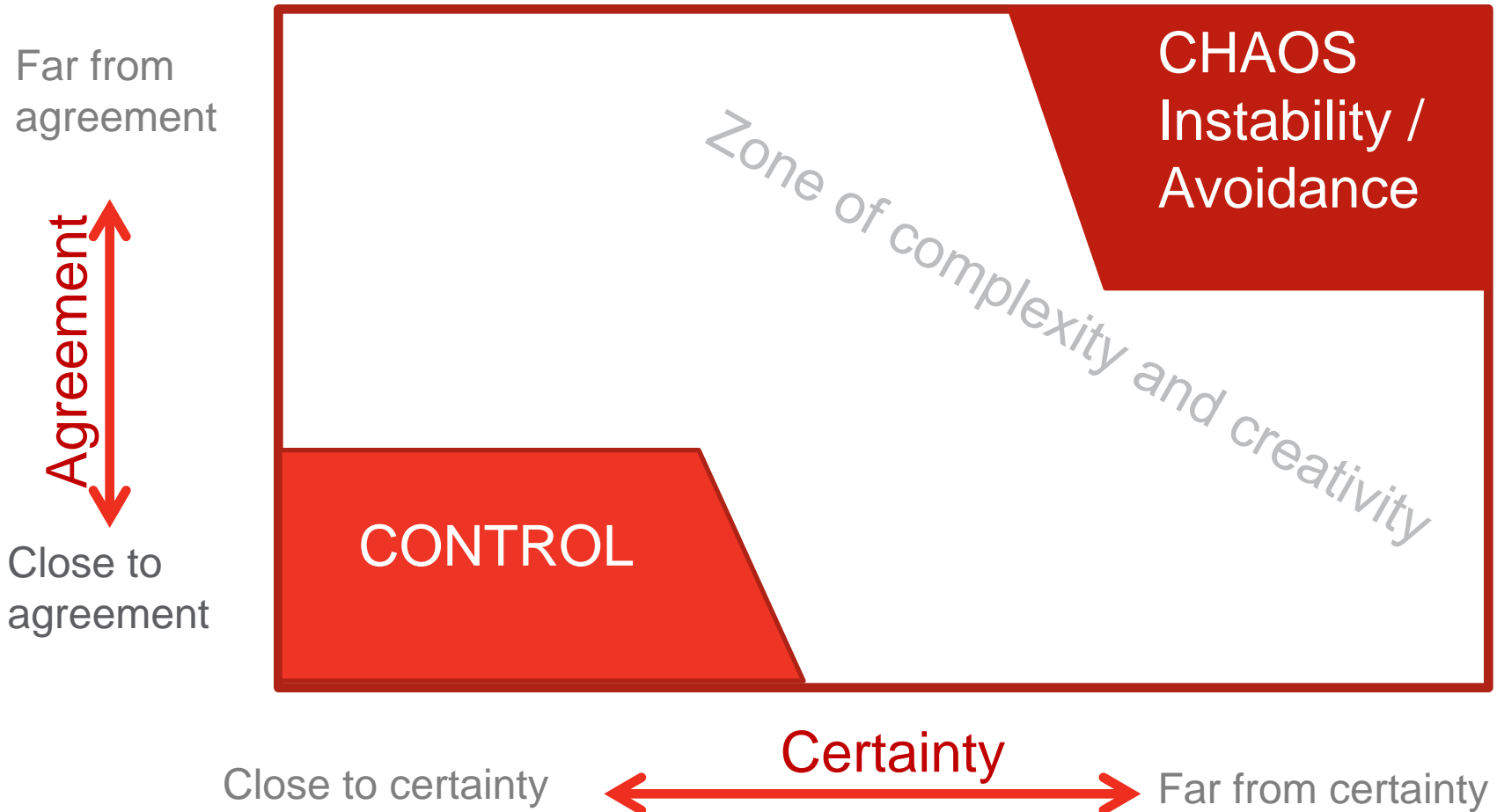
Client / Carer Perspective:

**24/7 support from their GP  
and Local Palliative Care  
Services working together**

- Virtual team
- Everyone was new!
- Start and finish shift from home
- No base offices / Community Health Centres
- One office for operations across the state
- Smart phones
- Only **end of life**
  - **1348 Patients**
  - **1041 RIP @ home**

How were we going to pull this off?

# Description of the space we are working in





# Our Approach

- Unorthodox approach to recruitment and selection of emotionally intelligent managers and front line staff

## **‘Unusual’ Recruitment questions:**

*Clinical skills and experience*

*We wanted to find out about our applicants as people*

*We wanted to find out about what motivates them*

*We wanted to know if they were risk takers*

*We wanted to know about what moves them?*

*– what are they passionate about?*

# Our Approach

- Unorthodox approach to recruitment and selection of emotionally intelligent managers and front line staff

## **‘Unusual’ Recruitment questions:**

*Clinical skills and experience*

*We wanted to find out about our applicants as people*

*We wanted to find out about what motivates them*

*We wanted to know if they were risk takers*

*We wanted to know about what moves them?*

*– what they are passionate about?*

## **Feedback from applicants:**

*Not sure how they performed at interview*

*“First time I have been to an interview where the employer was interested in finding out about me”*

# Our Approach

- Tranched approach to start-up applying reflexis and incorporating iterative learnings











# Our Approach

- Facilitated 'dialogue' to fast track the development of a group social identity and establish an authentic and inspiring organizational sub-culture

# Our Approach

- Facilitated 'dialogue' to fast track the development of a group social identity and establish an authentic and inspiring organizational sub-culture

***Balance: Confidence and Humility***

***Be prepared to laugh at ourselves***

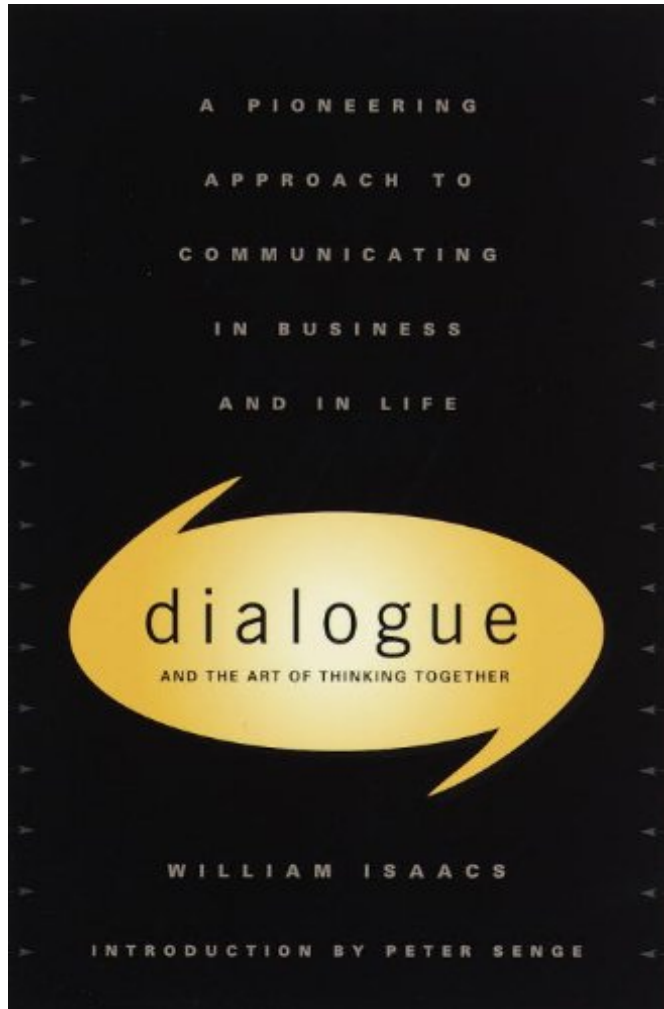




# Our Approach

- Facilitated 'dialogue' to fast track the development of a group social identity and establish an authentic and inspiring organizational sub-culture

***“The art of listening together”***



- Learning how to talk together in honest and effective ways.
- Reveals how problems between managers and employees, and between companies or divisions within a larger corporation, stem from an inability to conduct a successful dialogue.

# Our Approach

- Facilitated 'dialogue' to fast track the development of a group social identity and establish an authentic and inspiring organizational sub-culture

***“The art of listening together”***

Where have you come from?

Where are we going?

Role model a respectful culture

How are we going to treat each other?



# Our Approach

- Novel approaches to up-skilling front line staff to manage the dissonance encountered working within the new paradigms and focused entirely on end-of-life care

*How are you going to cope with the discomfort within you and around you?*

Stay present to what is here and now:

- “Being Present” – Training Program
- Play Back Theatre Sydney



## Playback Theatre Sydney

- Takes stories + improvisation and creates dynamic and entertaining theatre using drama
- Brings to life personal stories to share knowledge.
- Explores issues
- Opens communication channels a
- Brings people together.
- Simulating “What does it feel like....”

# Our Approach

- Overt attention to effective self-care enablers in order to build a responsive and resilient workforce

**How are you going to cope with the discomfort within you and around you?**

- Stay present to what is here and now
  - Clinical Supervision / Group Reflective Practice
  - Self Care Plan

# Self Care Plan for [Insert your name here]

- What will your day-to-day strategies be? (client-to-client)
- What will your short term activities be?
- What will your long term plans be to ensure sustainability in your role?
- What are the possible limitations / barriers to implementing these strategies / activities?
- How would you know if your work was impacting negatively on you?
- If things couldn't be changed, what would you do?

Acknowledgement: Developed by Ian Hanslow 2013

Self Care Plan for [Insert your name here].

Develop for yourself a Self-Care Plan addressing the tasks and activities you will commit to in your role in the NSW Palliative Care Team that will sustain you as you work in the end-of life space.

Please discuss this plan with your line manager and consider anything which you think your manager can do to support you in implementing your Self-Care Plan.

**1. What will your day-to-day strategies be?****2. What will your short term activities be?****3. What will your long term plans be in addressing your sustainability working in the end-of-life space supporting clients and carers?****4. What are the possible limits/barriers to implementing these strategies?****5. If your work in the Silver Chain NSW Palliative Care Team was impacting on your self-care, How would you know it was impacting on you?****6. If things couldn't be changed, what would you do about it?**

Signed by Employee \_\_\_\_\_

Date: \_\_\_\_\_

# Self Care Plan for [Insert your name here]

- Living Document
- Discussion between employee and manager
- 'Hair of the dog' type document
- Coffee cup stains

Acknowledgement: Developed by Ian Hanslow 2013



# Our Approach

- Developing new corporate strengths to respond effectively to the technological and political challenges of new geographies, working with multiple partners and within complex variations of medical and funding governance structures.

**Needed to pay just as much attention to our internal relationships within Silver Chain.**



# Our Approach

- Unorthodox approach to recruitment and selection of emotionally intelligent managers and front line staff
- Tranced approach to start up applying reflexis and incorporating iterative learnings
- Facilitated 'dialogue' to fast track the development of a group social identity and establish an authentic and inspiring organizational sub-culture
- Novel approaches to up-skilling front line staff to manage the dissonance encountered working within the new paradigms and focused entirely on end-of-life care
- Overt attention to effective self-care enablers in order to build a responsive and resilient workforce
- Developing new corporate strengths to respond effectively to the technological and political challenges of new geographies, working with multiple partners and within complex variations of medical and funding governance structures.



## Proposition:

The key to our successes to date have been as a result of approaching the challenges with an increasing appreciation for working effectively in complex adaptive systems.





# Success measures

- Almost no staff turnover
- Low sick leave
- No loss time due to injury
- Highest staff engagement score of any operations group in Silver Chain  
(Second highest in the organisation)



***“Hi Kath,***

***I just wanted to say thankyou to all the managers for your support. Sometimes its easy to forget how good silver chain treats me. I am truely grateful that I have a job where I am valued, listened to and respected. Never in my 26 years of nursing have I felt so proud of who I work for. My job satisfaction is very important to me. Thanks for making this such a great team”.***

***Registered Nurse***

***Mon 27/07/2015 10:04 AM***



- *“I’ve never worked harder in my entire professional career.....*
- *.....But I’ve never been happier and I wouldn’t trade it for anything”*

## In conclusion

### Behaviors to work successfully in the zone of complexity

- Create context of trust
- Focus on the relationships
- Networks and systems of influence
- Contain anxiety
- Ask wicked questions - explore what's underneath
- Accept paradoxes and live with ambiguity
- Stay present to what is here and now
- Encourage new attractor patterns
- Create space for connection and experimenting
- Foster multiple options
- Encourage communities of practice

It's very simply really.....

**Look after your people**

# Acknowledgements

**Errol Benvie** – Development Alternatives / UNSW AGSM

**Ricki Smith** – Silver Chain Group

**Veronica Tan** – Silver Chain Group (Project Manager)

**Susie Vojkovic** – Silver Chain Group (Project Lead)

**Jacquie Page** – NSW Palliative Service Management Team

**Willie Wilson** – NSW Palliative Service Management Team

**Antonella Vergis** – NSW Palliative Service Management Team

**Sam Attie** – NSW Palliative Service Management Team

**Johanna De Ruyter and Steve** – Playback Theatre Sydney

**Ian Hanslow** – Blue Mountains Narrative Counselling



# Acknowledgements

**Helen Adams** – NSW Palliative Service Management Team

**Scott Handsaker** – NSW Palliative Service Management Team

**Clare Warren** – NSW Palliative Service Management Team

**Michelle Powell** – NSW Palliative Service Management Team

**Pat McLoughlin** – NSW Palliative Service Management Team

**Shyan Ingale** – NSW Palliative Service Management Team

**Uppy Singh** – NSW Palliative Service Management Team